



# Training Continuum for Foreign Service Administrative Management Specialists

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Information is also available through the FSI OpenNet website, <http://fsiweb>.

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## Introduction

This Training Continuum is for Department of State Foreign Service Administrative Management Specialists with skill codes in Construction Engineering, Facilities Management, Financial Management, General Services and Human Resources to use with their supervisors, bureaus of assignment, and the Bureau of Human Resources in planning training throughout their careers. It provides a broad overview of appropriate training that should be considered as employees plan their careers in the Department. It is important to view the Continuum as one part of the career development ladder, with assignments and on-the-job experience completing the structure. Specialists in other skill codes should contact their Career Development Officers or their “home” bureaus for training and career planning.

Foreign Service Administrative Management Specialists are employees expressly qualified for designated administrative management positions. They serve as an integral part of the management team in Washington or at one of over 250 posts worldwide. This Training Continuum includes suggested courses and training opportunities for both the specialized functions and management aspects of an employee’s work in the Foreign Service. Tradecraft courses, for example, are important for an employee’s work in his or her skill code, while leadership, management, and supervisory skills courses develop the expertise needed by an employee to progress to the next higher performance level. Leadership is an important skill that must be cultivated throughout an administrative specialist’s career. As such, certain leadership courses are now mandatory for all specialists at the FS-03, FS-02 and FS-01 levels. Mandatory and other useful training courses are included in the Continuum.

Foreign Service training should both develop the particular skills needed at each career level, and provide a foundation for an employee to move into positions of increased responsibility. An employee’s early career focuses on operational issues. At more senior-levels, broader strategic, leadership, and management responsibilities are the norm. Most early training is focused on “tradecraft” courses that are designed to teach employees basic knowledge, skills, and abilities – the tools – to do the work in a particular skill code or assignment. The tradecraft courses, in combination with the basic specialist orientation course, lay the foundation for further studies and experience. Because management and leadership skills are so important to employees at every level, leadership and management modules are embedded in tradecraft courses for all grade levels.

No training continuum can serve all employees in all situations. Employees should look at this outline as a general guide to the types of training available to help them plot their career progression. Using the Continuum as part of an overall individual development plan will help employees take an informed, active role in making decisions about the training they need to achieve their career aspirations.

The following sections discuss recommended training at each career level. Next are charts that summarize recommended training for each administrative management skill code, followed by descriptions of the courses (including the important ‘suggested’ courses), the Foreign Service precepts and finally charts showing the Foreign Service precepts covered by the different courses.

## Other Important Training

While this Continuum highlights training important for all Foreign Service Administrative Management Specialists throughout their careers and specifically lists courses offered in each of the administrative management skill codes, employees should also be aware of other training that is critical to perform Foreign Service work successfully. Employees need the ability to communicate effectively with Locally Employed Staff (LES) within a country of assignment and to understand important dynamics within that country and in the region where the country is located. Throughout their careers, employees should take advantage of opportunities to develop knowledge and skill in languages and in regional area studies. Likewise, they need to be able to work in a worldwide environment that relies heavily on technology and contemporary approaches to managing resources -- human and other.

## Area Studies

The nature of Foreign Service work requires a solid knowledge of the social, political, cultural, economic, religious and government policy dimensions of foreign countries and regions to which employees are posted. Area studies should be considered essential training for an employee prior to every assignment to a country, region, geographic bureau, or functional bureau position with a geographic portfolio where the employee has not previously served.

## Language

Although the need for language skills varies from post to post, many employees spend much of their time supervising or working with Locally Employed Staff (LES) and with foreigners outside the embassy. Many overseas positions have language proficiency designations, emphasizing the importance of a solid foundation in the local language to accomplish their goals effectively.

## Leadership and Management

Elements of leadership and management principles are embedded in tradecraft courses. In addition, in each section of the Continuum, reference is made to stand-alone courses offered by FSI's Leadership and Management School which are mandatory for administrative management specialists at the FS-03, FS-02 and FS-01 levels. The importance of developing effective leadership and management skills increases as an employee's career progresses. Employees should consult the separate continuum document issued by FSI's Leadership and Management School (available through the OpenNet FSI website, <http://fsiweb/>). This provides more comprehensive information on courses offered in these areas and on the specific competencies addressed by the leadership and management courses.

## Information Technology

Work in today's world cannot be performed effectively without facility in using computers and other forms of technology. Many of the functional courses include training in the use of technology to perform different types of work. All employees should have basic computer literacy and the ability to use the standard software packages used throughout the Department and at posts overseas. Employees should contact FSI's School of Applied Information Technology (SAIT) or consult the FSI OpenNet website for training opportunities in this area. Many of the technology courses are available through distance learning.

# Training for Entry-Level Foreign Service Administrative Management Specialists

(FS-04 and below)

On entry into the Foreign Service, all specialists take the Specialist Orientation course. The Orientation to Overseas Consular Functions is also recommended, as most American direct-hire employees serve on the duty roster. Similarly, to meet the language requirements of their position, new employees may be assigned to language study. Area studies are especially important for employees travelling to their first assignments.

Foreign Service Administrative Management Specialists assigned overseas supervise Locally Employed Staff (LES), so supervisory skills and management fundamentals training are necessary for these entry-level employees. It is important

for employees assigned to such positions to receive training that teaches the regulatory context of their work and that provides an understanding of the management principles and other knowledge, skills, and abilities needed to work effectively as managers overseas. Employees assigned at the entry-level to administrative management specialist positions will be assigned to the relevant tradecraft courses. PA224 Basic Administrative Management is a foundation course for employees assigned to a management position; it is a prerequisite for the General Services Operations course and is suggested for the Financial Management and Human Resources Officers.

***Required training for all entry-level administrative management specialists:***

PN106 Orientation for Foreign Service Specialists

MQ911 SOS: Security Overseas Seminar (if going overseas)

***Other recommended training:***

PA143 Customer Service Training

PA224 Basic Administrative Management

PA214 Working with ICASS (included in mandatory training for Financial Management Officers)

PA245 ICASS Executive Seminar (if not taking PA214)

PT107 EEO/Diversity Awareness for Managers and Supervisors

PT252 Managing Up: Working Effectively with Your Manager

PC105 Orientation to Overseas Consular and Duty Officer Functions

*(For employees who do not have a consular commission or those not being assigned to a position requiring a consular commission)*

## Courses for Specific Skill Codes

### Construction Engineering: Entry-level

Construction Engineers (FSCEs) enter the Foreign Service with considerable engineering experience and will serve in domestic positions for two years before being assigned overseas as Project

Managers for capital improvements or new real property construction. Construction engineering involves a great deal of management responsibility -- supervising projects, human resources and budgets. Negotiation skills are critical in managing overseas capital construction projects and working with overseas contractors. They are also responsible for handling controlled supplies and equipment and for making decisions regarding workflow that affect the 'on time and within budget' aspect of construction projects. Entry-level Construction Engineers should take supervisory/management courses prior to posting overseas.

***Recommended training:***

PA174 Contracting Officer Representative Training (Pre-Award)  
PA175 Contracting Officer Representative Training (Post-Award)  
PA297 Purchase Card Training

## **Facilities Management: Entry-Level**

Facilities Managers supervise the maintenance of US Government-owned and leased real property overseas. Hired as skilled Facilities Managers, specific training is required to help new employees adapt to the unique cultures and technical practices encountered overseas in providing direct assistance and repair services for buildings and buildings equipment. The Facilities Manager is a key player on the management team, and it is important for Facilities Managers to receive training that teaches the regulatory context of a broad range of administrative functions, including contracting and maintenance and repair schedules. Facilities Managers may be assigned regional responsibilities involving travel to constituent posts to establish and support maintenance programs. They may supervise a number of locally hired maintenance employees and manage a significant portion of the maintenance and repair budget, including construction projects required to maintain the safety and security of residential and functional buildings overseas. Area studies and language training support the managerial effectiveness of Facilities Managers.

PA224 Basic Administration Management is a foundation course that every Facilities Manager should take along with PA221, the General Services Operation course. The Facilities Management Division of the Overseas Buildings Operations (M/OBO/OM/FAC) provides additional training in technical subjects, such as air conditioning and power management. Facilities Managers, as part of the Facilities Management Division (FAC) continuing education program and certification for promotion eligibility, are required to attend special management training to achieve Systems Maintenance Administrator certification through the Building Operations Management Institute (BOMI).

***Required training:***

PA224 Basic Administrative Management  
PA221 General Services Operations

## **Financial Management: Entry-Level**

Most overseas posts have a Financial Management Office (FMO) that has overall responsibility for:

- Budget formulation: preparation of budgets for each of post's spending authorities;
- Budget execution: tracking post's and other serviced agencies actual expenditures; funds control (accounting);
- Cashier and subcashier operations: cash payments and collections, accommodation exchange;
- Overseas allowances;
- Vouchering: certification of payments;
- Payroll processing; and
- ICASS Budget & Cost Distribution Software

Officer serving in Financial Management positions have many responsibilities – for resource and management controls, supervision and teambuilding, training the local workforce, and supporting the activities of other mission elements – and the overseas operating environment adds a complex dimension to this work. Financial Management Officers at all levels, including first-tour employees, normally supervise a Locally Employed Staff (LES) of five or more employees. They are faced with management decisions concerning resource planning and execution that affect the entire diplomatic mission, including all agencies represented at their particular overseas post.

At posts that do not have an American Financial Management Officer, the Management Officer usually has managerial responsibility for financial operations. In these cases, the Financial Management Office of a neighboring post may provide support for financial operations.

### ***Required training:***

PA211 Financial Management Officer's Course (Overseas).

## **General Services: Entry-Level**

At the entry-level and beginning with the initial overseas assignment, anyone serving as a General Services Officer (GSO) wears many hats. Whether the sole GSO or Assistant GSO, the responsibilities of resource and management controls, supervision and teambuilding, and supporting the activities of other mission elements are basic to the job. The overseas operating environment adds a complex dimension to this work. GSOs at all levels supervise a Locally Employed Staff (LES) ranging from five to hundreds, depending on the size of the mission, and are faced with management workflow decisions that affect all agencies represented at post. Employees in this skill code must be fully cross-trained to manage all functions of the position. These functions include contracting, real property management, space management, maintenance and repair schedules, personal property management, procurement and security, travel and transportation. The majority of positions at this level are overseas.



***Required training:***

PA224 Basic Administrative Management

PA221 General Services Operations

**Human Resources: Entry-Level**

Entry-level Human Resources Officers come from two sources, either from within the State Department or from outside the Department, as experienced Human Resources managers. Those entering from within go through the Functional Specialization Program where they complete not only Human Resources Management (PA231), but may also have training from other USG organizations in various Human Resources subjects. Those that enter from outside the Foreign Service may have USG experience, but very few have had any contact or experience with Locally Employed Staff (LES) overseas.

It is essential that all employees assigned overseas to either human resources positions or to positions which include human resources responsibilities receive training that provides an understanding of the management principles and other knowledge, skills and abilities needed to work and manage effectively overseas. The American Foreign Service and the LES systems are unique to the State Department with little transferability from Civil Service or other USG employment systems.

***Required training:***

PA231 Human Resources Management

## Other Suggested Training (All Skill Codes):

### Entry-level

PK241 Writing Effective Letters and Memos  
PK246 Employee Relations Seminar  
PS218 Introduction to the Internet  
PS240 Introduction to MS PowerPoint 97  
PS318 Internet for Power Users  
PS284 Cable Xpress – for End Users  
PT208 Managing State Projects  
PT253 Negotiation Skills for Managers

*Employees are also encouraged to complete training in SIPRNET, the classified version of the Internet. Consult the School of Applied Information Technology (SAIT) web site (<http://99.4.244.3>) for further information. Many of the information technology courses are available through distance learning.*

#### ***Outside the Department – Facilities Management***

Facilities Managers are required to complete several Building Owners and Managers Institute (BOMI) administrator courses at each level and should contact the Overseas Buildings Operations' Facility Management Division (M/OBO/OM/FAC) for specific guidance.

#### ***Outside the Department – Financial Management***

Congress mandated financial management reform when it enacted the Chief Financial Officers (CFO) Act of 1990 (Public Law 101-576). The act specifically places with the Agency CFOs responsibility for recruiting, selecting, and training personnel to carry out agency financial management functions. This becomes pivotal as the government faces a major challenge in recruiting and retaining a skilled workforce to staff financial management positions. A continuing education policy for financial managers is also important in maintaining a well-trained and high calibre financial management workforce. The Joint Financial Management Improvement Program (JFMIP) recommends such a policy.

In addition to the CFO Act, the Government Performance Results Act (GPRA) and the Government Management Reform Act (GMRA) have placed new demands on federal finance organizations. In light of the above authorities, the Department must ensure that its financial professionals are equipped to meet the challenges and support their agencies' missions and goals.

The following courses meet Joint Financial Management Improvement Program (JFMIP) Core Competencies in financial management and should be considered in the development plans of employees in the Financial Management specialty:

Accounting for Business Operations in Government  
Accounting for Property, Plant, and Equipment

Accounting for Revenue and Other Financing Sources  
 Activity-Based Cost Management  
 Advanced Budget Simulation  
 The Anti-Deficiency Act for Defense Personnel  
 Appropriations Law for Business Operations in Government  
 Appropriations Law Seminar  
 Appropriations Law Refresher and Update  
 Auditing: What Every Non-Auditor Needs to Know  
 Automated Financial System Basics  
 Balanced Scorecard  
 Benchmarking  
 Budget Analyst's Essential Guide  
 Budget Estimating  
 Budget Execution  
 Budget Formulation  
 Budgeting and Accounting  
 Capital Programming and Budgeting  
 CFO Reporting  
 FACTS II: Federal Agencies' Centralized Trial-Balance System  
 The Federal Budget Process  
 Federal Financial Statement Audits  
 Federal Financial Management Overview  
 Financial Management of Business Operations in Government  
 Financial Management of Defense Working Capital Funds  
 Financial Management Problem Solving  
 Financial Statement Analysis for Managerial Decision Making  
 Fundamental Accounting Procedures in Federal Agencies  
 GPRA: Essentials of the Results Act  
 The Integrity Act: Management Accountability and Control  
 The Integrity Act: Overview of Internal Control Guidance  
 IT Security  
 The Legislative Process  
 Managerial Cost Accounting  
 Performance Auditing  
 Performance-Based Budgeting  
 Performance Measurement Workshop  
 PPBS Workshop  
 Preparing High-Impact Audit Reports  
 Program and Budget Analysis  
 The Prompt Payment Act and Voucher Examination  
 Statements of Federal Financial Accounting Standard  
 Statistics Made Simple  
 Strategic Planning for Managers and Analysts  
 Tools for Improving Performance: Analytical Techniques  
 U.S. Standard General Ledger  
 Writing Effective Budget Justifications  
 External courses are available through a variety of sources, the most popular being the Association of Government Accountants (AGA); the American Institute of Certified Public

Accountants (AICPA); The USDA Graduate School; The Institute of Management Accountants (IMA); and certain private training concerns.

Some useful web sites for information regarding these courses follow:

- Joint Financial Management Improvement Program ([www.jfmip.gov](http://www.jfmip.gov))
- American Institute of Certified Public Accountants ([www.aicpa.org](http://www.aicpa.org)).
- Association of Government Accountants ([www.agacgfm.org](http://www.agacgfm.org))
- Institute of Management Accountants ([www.imanet.org](http://www.imanet.org))
- The Federal Training Center ([www.erols.com/fedtrain](http://www.erols.com/fedtrain))
- The Center for Applied Financial Management ([www.fms.treas.gov/center](http://www.fms.treas.gov/center))
- Graduate School, USDA ([www.grad.usda.gov](http://www.grad.usda.gov))
- Center for Professional Education ([www.cpeonline.com](http://www.cpeonline.com))
- National Academy of Public Administration (<http://www.napawash.org/>)

Most courses meet the professional certification and continuing education requirements for students seeking Continuing Education Units (CEUs) and Continuing Professional Education credits (CPEs)

*(Note: Because FMOs are recruited at both the entry and mid-levels, the list of suggested outside training opportunities offered by JFMIP is identical for entry-level and mid-level FMOs. Employees should consider training previously taken and career needs when selecting training.)*

# Training for Mid-Level Foreign Service Administrative Specialists

(FS-03 - FS-02)

Mid-level administrative management specialist employees should focus increasingly on courses that develop their leadership and management skills, although tradecraft courses continue to be important. Certain leadership courses are mandatory for specialists at the mid-level, as noted below. Knowledge of the countries and regions of assignment is also very important; Area Studies as well as language training should always be considered.

In moving from entry-level positions to positions of increasing influence and greater leadership and management responsibility, it is important for employees to focus on training opportunities that will build on their expertise and capabilities in leadership and management. For employees beginning a Washington assignment, the Domestic Administrative Management Officer Seminar (PA-160) and Washington Tradecraft (PT203) are recommended. Mid-level employees serving overseas should enroll in PA243, Overseas Administrative Management. There are long-term training opportunities outside the Department for employees in some skill codes, for example one-year assignments to the Woodrow Wilson School at Princeton.

Mid-level employees should also refresh training in EEO and diversity once every five years. The Security Overseas Seminar must also be updated every five years, if going overseas.

## ***Recommended training:***

MQ912 ASOS: Advanced Security Overseas Seminar (required every five years, if going overseas)  
PT203 Washington Tradecraft (prior to first Washington assignment)

## ***Leadership, Management, and Supervisory Skills***

PA123 Managing Customer Service  
PA137 Management Controls Workshop  
PA160 Domestic Administrative Officer Seminar  
PA243 Overseas Administrative Management  
PD529 Strategic Planning and Performance Measurement  
PT107 EEO/Diversity Awareness for Managers and Supervisors  
PT129 Teambuilding  
PK245 Basic Leadership Skills (mandatory for FP-03s)  
PT207 Intermediate Leadership Skills (mandatory for FP-02s)  
PT218 Leading a Diverse Workforce

## Courses for Specific Skill Codes

### Construction Engineering: Mid-Level

Overseas assignments for mid-level Construction Engineers (FSCEs) are made at the direction of the Overseas Buildings Operations Bureau. The project managers are charged with directing large State Department capital construction projects, such as building new office buildings or other large renovation or construction-related projects. While on assignment abroad, employees in construction engineering positions are assigned to the Management Section at post, but are directly supervised by the Department's Overseas Buildings Operations Bureau. These Foreign Service positions abroad are normally for the duration of the capital construction project to which the FSCEs are assigned. Additional information on recommended mid-level training is available in the domestic office of the Project Execution Division of Overseas Building Operations.

#### ***Recommended training:***

PA173 Contracting Officer's Representative (Update)  
PA223 Overseas Contracting Officer Warrant  
PA214 Working with ICASS (if not yet taken)  
PA245 ICASS Executive Seminar (if not yet taken)

Technical Training sponsored by OBO/PE/CM

### Facilities Management: Mid-Level

At the mid-level stage in the Facilities Managers' career track, employees will be assigned to positions of greater supervisory responsibilities and management of complex facilities equipment. The majority of these positions are located overseas with a few domestic positions in the Overseas Buildings Operations Bureau. To support assignments at this level, it is suggested that Facilities Managers enroll in either PA243 Overseas Administrative Management or PA160 Domestic Administrative Management Officer Seminar. Mid-level Facilities Managers should update training as Contracting Officer's Representatives by taking PA174 and 175, Contracting Officer's Representative – Pre-Award and Contracting Officer's Representative – Post-Award, if assignments include contracting responsibilities.

Facilities Managers are required to complete the Building Owners and Managers Institute (BOMI) Facilities Management Administrator course as a precept to promotion from grade FP-03 to FP-02. They must also achieve certification as a Plant Engineer (CPE) from the Association of Facilities Engineering and complete 4 hours of management training appropriate for their grade in order to be promoted to grade FP-01. Technical facilities maintenance courses appropriate for each assignment are also required. Currently, technical training is sponsored by the Facilities Management Division of the Overseas Building Operations Bureau.

***Recommended training:***

PA173 Contracting Officer's Representative (Update) (as required by assignment)  
PA223 Overseas Contracting Officer's Warrant  
PA174 Contracting Officer's Representative – Pre-Award (as required by assignment)  
PA175 Contracting Officer's Representative – Post-Award (as required by assignment)

Technical Training sponsored by OBO/OM/FAC.

**Financial Management: Mid-Level**

Most Financial Management Officers enter the Foreign Service at the mid-level based on their previous educational background and work experience. New-hire officers learn the Department of State accounting and financial management systems by attending the Financial Management Officer (Overseas) PA-211 course. The employee normally will serve two, two-year tours at small to mid-sized posts prior to being tenured, although assignment patterns will vary. S/he may even have regional responsibilities servicing two or more posts during this time. Financial management officers may also find PA223 Overseas Contracting Officer Warrant Training useful for specific assignments.

***Recommended training:***

PA211 Financial Management Officer's Course (Overseas) (if not yet taken)  
PY220 Administering Public Diplomacy Grants and Cooperative Agreements

**General Services: Mid-Level**

Mid-level General Services Officers (GSOs) are likely to be serving as the Senior GSO or sole GSO overseas or in domestic assignments specifically designated for GSOs. Assignments at this level involve increasing responsibilities in resource management in larger and more complex projects and involve a more active role in ICASS-related matters abroad. As contracting officer overseas, the procurement or acquisition portfolio is significantly increased with the probability of soliciting, awarding and/or managing multi-million dollar local guard and/or construction projects. Supervisory responsibilities are often increased, with a generally larger locally employed GSO workforce. Following several overseas tours, assignment to a domestic position may include GSO Course Manager at the Foreign Service Institute, Area Manager in the Overseas Buildings Operations Bureau or Post Management Officer in a regional bureau.

***Recommended training:***

PA173 Contracting Officers Representative (Update)  
PA217 Supervising a Cashier  
PA214 Working with ICASS  
PA215 Principles of Appropriation Law  
PA223 Overseas Contracting Officer Warrant Training  
PA291 How to be a Certifying Officer

PA245 ICASS Executive Seminar (if not yet taken)

### **Human Resources: Mid-Level**

Mid-level Human Resources Officers should focus on developing and broadening their capabilities in management, supervision and other customer service-related areas. At this level, the Human Resources Officer at post works more as an internal consultant to the State Department and to agency personnel. Participation in PA234, Advanced Human Resources Workshop is recommended at this level, not only for acquiring additional skills and knowledge, but also for sharing “best practices” with others from the field. Human Resources Officers should consider an assignment in the Department either in HR/Career Development and Assignments, in one of the regional bureaus, or in HR/Overseas Employment, in order to build on their overseas experience and to fine-tune expertise in specialized areas of Human Resources management and service delivery.

#### ***Recommended training:***

PA234 Advanced Human Resources Management Workshop  
PA245 ICASS Executive Seminar (if not yet taken)



## Other Suggested Training (All Skill Codes): Mid-Level

PD520 Visual Aid Basics  
PK246 Employee Relations Seminar  
PP501 International Negotiations: Art and Skills  
PT205 Performance Management Seminar  
PT206 Managing Change  
PT208 Managing State Projects  
PT252 Managing Up: Working Effectively with Your Manager  
PT251 Stress Management Tools for Managers  
PT121 Managing People Problems  
PT211 Coaching  
PT212 Creative Problem Solving Workshop  
PT214 Managing Conflict Productively  
PT215 Team Leadership Workshop  
PT217 Running Effective Meetings Workshop  
PT219 Essentials in Decision-Making: Avoiding Biases, Achieving Better Outcomes  
PT220 Strategies of Persuasion: The Science of Effective Influence  
PS280 Introduction to MS Project 2000  
PT218 Leading a Diverse Workforce  
PT129 Teambuilding

### ***Outside the Department – All Skill Codes***

Mid-level training opportunities outside of the Department are available through the normal assignment process for FS-02 and FS-03 employees. Please refer to HR/CDA's annual Open Assignment guidance related to long-term training for further details.

There are opportunities for training with the U.S. Marines on crisis management issues. Please contact FSI's Leadership and Management School's Crisis Management Training Division for further details.

### ***Outside the Department – Facilities Management***

Facilities Managers are required to complete several Building Owners and Managers Institute (BOMI) administrator courses at each level and should contact the Overseas Buildings Operations' Facility Management Division (M/OBO/OM/FAC) for specific guidance.

### ***Outside the Department – Financial Management***

The Chief Financial Officers (CFO) Act of 1990 (Public Law 101-576) places with the Agency CFOs (in this case, State Department) responsibility for recruiting, selecting, and training personnel to carry out agency financial management functions. This becomes pivotal as the government faces a major challenge in recruiting and retaining a skilled workforce to staff financial management positions. A continuing education policy for financial managers is also important in maintaining a well-trained and high calibre financial management workforce. The Joint Financial Management Improvement Program (JFMIP) recommends such a policy.

In addition to the CFO Act, GPRA and GMRA have placed new demands on federal finance organizations. In light of the above authorities, the Department must ensure that its financial professionals are equipped to meet the challenges and support their agencies' missions and goals.

The following courses meet the JFMIP Core Competencies in financial management and should be considered in the development plans of Financial Management employees:

- Accounting for Business Operations in Government
- Accounting for Property, Plant, and Equipment
- Accounting for Revenue and Other Financing Sources
- Activity-Based Cost Management
- Advanced Budget Simulation
- The Anti-Deficiency Act for Defense Personnel
- Appropriations Law for Business Operations in Government
- Appropriations Law Seminar
- Appropriations Law Refresher and Update
- Auditing: What Every Non-Auditor Needs to Know
- Automated Financial System Basics
- Balanced Scorecard
- Benchmarking
- Budget Analyst's Essential Guide
- Budget Estimating
- Budget Execution
- Budget Formulation
- Budgeting and Accounting
- Capital Programming and Budgeting
- CFO Reporting
- FACTS II: Federal Agencies' Centralized Trial-Balance System
- The Federal Budget Process
- Federal Financial Statement Audits
- Federal Financial Management Overview
- Financial Management of Business Operations in Government
- Financial Management of Defense Working Capital Funds
- Financial Management Problem Solving
- Financial Statement Analysis for Managerial Decision Making
- Fundamental Accounting Procedures in Federal Agencies
- GPRA: Essentials of the Results Act
- The Integrity Act: Management Accountability and Control

The Integrity Act: Overview of Internal Control Guidance  
IT Security  
The Legislative Process  
Managerial Cost Accounting  
Performance Auditing  
Performance-Based Budgeting  
Performance Measurement Workshop  
PPBS Workshop  
Preparing High-Impact Audit Reports  
Program and Budget Analysis  
The Prompt Payment Act and Voucher Examination  
Statements of Federal Financial Accounting Standard  
Statistics Made Simple  
Strategic Planning for Managers and Analysts  
Tools for Improving Performance: Analytical Techniques  
U.S. Standard General Ledger  
Writing Effective Budget Justifications

External courses are available through a variety of sources, the most popular being the Association of Government Accountants (AGA); the American Institute of Certified Public Accountants (AICPA); The USDA Graduate School; The Institute of Management Accountants (IMA); and certain private training concerns.

Some useful web sites for information regarding these courses follow:

- American Institute of Certified Public Accountants ([www.aicpa.org](http://www.aicpa.org)).
- Association of Government Accountants ([www.agacgfm.org](http://www.agacgfm.org))
- Institute of Management Accountants ([www.imanet.org](http://www.imanet.org))
- The Federal Training Center ([www.erols.com/fedtrain](http://www.erols.com/fedtrain))
- The Center for Applied Financial Management ([www.fms.treas.gov/center](http://www.fms.treas.gov/center))
- Graduate School, USDA ([www.grad.usda.gov](http://www.grad.usda.gov))
- National Association of Public Administration ([www.napawash.org/](http://www.napawash.org/))

Most courses meet the professional certification and continuing education requirements for students seeking Continuing Education Units (CEUs) and Continuing Professional Education credits (CPEs).

*(Note: Because FMOs are recruited at both the entry and mid-levels, the list of suggested outside training opportunities offered by JFMIP is identical for entry-level and mid-level FMOs. Employees should consider training previously taken and career needs when selecting training.)*

### ***Outside the Department – General Services***

For training opportunities outside the Department in acquisitions and contracting, General Services Officers may consult the following sources:

- Defense Acquisition University ([www.dau.mil](http://www.dau.mil))
- Federal Acquisition Institute ([www.gsa.gov/fai](http://www.gsa.gov/fai))
- Government Online Learning Center ([www.golearn.gov](http://www.golearn.gov))

- American Graduate University ([www.agu.edu](http://www.agu.edu))
- USDA Graduate School ([grad.usda.gov](http://grad.usda.gov))
- Treasury Acquisition Institute ([www.procurement.irs.treas.gov/tai](http://www.procurement.irs.treas.gov/tai))
- University of Virginia (traditional) ([uvace.virginia.edu/northern/degree](http://uvace.virginia.edu/northern/degree))  
(Online) ([uvaceonline.org](http://uvaceonline.org))

For training opportunities outside the Department in property management, General Services Officers may consult the following source:

- USDA Graduate School ([www.grad.usda.gov](http://www.grad.usda.gov))

For training opportunities outside the Department in travel and transportation, General Services Officers may consult the following sources:

- Army Military Traffic Management Command ([www.mtmc.army.mil](http://www.mtmc.army.mil))
- U. S. General Services Administration ([www.fss.gsa.gov/training/transtrav](http://www.fss.gsa.gov/training/transtrav))

For training opportunities outside the Department in Real Estate Management, General Services Officers may consult the following source:

- BOMI Institute ([www.bomi-edu.org](http://www.bomi-edu.org))

For training opportunities outside the Department in General Management, General Services Officers may consult the following websites:

[American Management Association](#)  
[American Society for Quality](#)  
[Brookings Institute](#)  
[Management Concepts](#)  
[Project Management Institute](#)  
[USDA Graduate School](#)  
[Office of Personnel Management](#)

### ***Outside the Department - Human Resources***

- U. S. Department of Agriculture Graduate School ([www.grad.usda.gov](http://www.grad.usda.gov))

Freedom of Information & Privacy Act Workshop (PMGT7000D-W01)  
 Managing the Risks of Litigation (PMGT8004D-W01)  
 Managing Training for Results (CDEV9002D-C22)  
 Briefing Techniques (COMM7002D-C22)  
 Advanced Briefing Techniques (COMM9000D-C22)  
 Workers Compensation & Disability Compensation (BENE8104D-W01)

- US Office of Personnel Management ([www.leadership.opm.gov](http://www.leadership.opm.gov))

Maximizing Human Capital  
 e-Learning: Training, Education and Technology

# Training for Senior-Level Foreign Service Specialists

(FS-01 – and above)

The focus at this stage of an employee's career is on leadership and management of the largest programs and numbers of personnel supervised. While there are a number of FE-OC and FE-MC domestic and overseas positions in the financial management and at the FE-OC level in the construction engineering skill codes, there are no positions in the other administrative management specialist skill codes above the FS-01 level. Nevertheless, incumbents in facilities management, human resources, and general services positions at the FS-01 level located overseas at the largest diplomatic missions manage complex programs and large numbers of people.

Eligible employees at the FS-01 level, if given the opportunity through the assignment process, should take advantage of any opportunity for senior training outside the Department. Area Studies training continues to be important for achieving greater knowledge of the countries or areas with which a senior employee will be concerned in the course of an assignment.

## ***Recommended training:***

### ***Leadership, Management, & Supervisory Skills***

PT209 - Executive Overview to Managing State Projects

PT210 - Advanced Leadership Skills (Mandatory for FS-01s)

PT213 - Starting Right: A Seminar for Program Directors

# Courses for Specific Skill Codes

Senior employees should consider taking the courses listed for mid-level employees, especially if they are going to start a job that has a heavy focus on a skill or knowledge area that is new to them.

## **Construction Engineering: Senior-Level**

In Washington assignments, senior FSCEs may be Senior Project Executives managing a branch that supports OBO projects in a geographic area, or serve as Project Executive/Construction Contractor Division Director. These positions all require continuous interfacing with other OBO divisions and senior contractor management for close monitoring of OBO projects underway.

Overseas assignments for senior FSCEs are as Project Director (PD) or Construction Manager (CM) on OBO projects, according to size and complexity. The PD or CM is responsible for

seeing that the contract requirements are met and that government fulfills its responsibilities to the project. This includes technical and financial tracking and documentation, dealing with problems (e.g. schedule, design errors, claims) and management of a staff of construction contractors for the project and the USG officials at post.

***Recommended training:***

PA174/175 Contracting Officer Representative (Pre and Post Award) or  
PA173 Contracting Officer's Representative (Update)

**Facilities Management: Senior-Level**

The Facilities Managers at the FS-01 level oversee facilities maintenance at the largest and most complex missions overseas; budget and project increases are correspondingly large and diverse. The numerous properties and complex buildings systems require a Facilities Manager with greater training and experience to administer many facets of facilities maintenance at this level. Management responsibilities include training and supervising Facilities Managers and coordinating with a myriad of agencies as a key member of the management staff. The Overseas Buildings Operations' Director of Facilities Management is a senior Facilities Manager.

***Recommended training:***

PA174/175 – Contracting Officer Representative Training (Pre and Post Award) or  
PA173 - Contracting Officer's Representative (Update)  
PA243 - Overseas Administrative Management (if not yet taken)

**Financial Management: Senior-level**

Opportunities for senior-level Financial Management Officers include several positions at the FE-OC and FE-MC levels. Financial Management Officers at this stage in their career, when serving overseas, would be assigned to large Missions overseas where they typically supervise one or two other American Foreign Service Officers and approximately twenty Locally Employed Staff. Other assignment opportunities at this level are as office director at a Financial Service Center (FSC), or as the Director of one of the two FSCs (Bangkok, Charleston). Domestic assignment possibilities include the Bureau of Resource Management as the International Financial Services Director (RM/IFS), Budget and Planning (RM/BP), or the International Cooperative Administrative Support Services (ICASS) Service Center (Team Leader for ICASS Software).

Every attempt should be made to attend senior-level training outside the Department. (*See additional training opportunities Outside the Department at the end of this section.*)

***Recommended training:***

PA243 - Overseas Administrative Management (for FS-01s, if not yet taken)

## **General Services: Senior-Level**

Senior-level FS-01 positions in the General Services skill code are available at large embassies overseas. Training for those positions corresponds to the courses that work for all FS-01 employees at this stage of their careers. Leadership, management, and program direction courses are recommended. There are no specific tradecraft or skill code courses at this level, although employees who have not taken PA243, Overseas Administrative Management, should do so at this point, as well as other training appropriate for their assignment which has not been taken.

Overseas, FS-01 GSO positions are typically the senior specialist in the Administrative Management Sections of large embassies. There are no domestic positions at the senior-level in this skill code, although employees may find assignment opportunities in related fields such as Post Management Officers in regional bureaus or Area Managers in the Overseas Buildings Operations Bureau.

### ***Recommended training:***

PA243 - Overseas Administrative Management

## **Human Resources: Senior-Level**

There are very few senior-level FS-01 Human Resources jobs and consequently few skill code-specific courses available for senior-level Human Resource Officers. Training for those few positions corresponds to the courses that work for all FS-01 employees at this stage of their careers. Leadership, management, and program direction courses are recommended. Human Resource Officers at this level are encouraged to consider an overseas administrative management officer position at a small to medium-sized post.

### ***Recommended training:***

PA243 - Overseas Administrative Management (if not yet taken)

## **Other Suggested Training (All Skill Codes): Senior-Level**

PA123 – Managing Customer Service (if not yet taken)  
PP515 - Advanced Negotiations  
PA137 - Management Controls Workshop (if not yet taken)  
PT218 - Leading a Diverse Workforce  
PT129 – Teambuilding  
PT113 – Effective Public Speaking/Executive Media  
PD529 - Strategic Planning and Performance Measurement

### ***Outside the Department – All Skill Codes***

Senior training opportunities are available through the normal assignment process for FS-01 employees. Please refer to the annual Open Assignments guidance from HR/CDA for further details.

### ***Outside the Department – Financial Management***

External courses are available through a variety of sources, the most popular being the Association of Government Accountants (AGA); the American Institute of Certified Public Accountants (AICPA); the USDA Graduate School; the Institute of Management Accountants (IMA); and private training companies.

Most courses meet the professional certification and continuing education requirements for students seeking continuing education units (CEUs) and Continuing Professional Education credits (CPEs).



# Construction Engineering Officers

	Recommended Courses	Other Suggested Courses
<p><b>Entry-Level</b></p> <p>FS-04 And below</p>	<p><u>Orientation</u>            PN106 Orientation for Foreign Service Specialists (required)            MQ911 SOS: Security Overseas Seminar (required when assigned overseas)            PC105 Orientation to Overseas Consular and Duty Officer Functions</p> <p><u>Tradecraft</u>            PA174 COR (Pre-Award)            PA175 COR (Post-Award)            PT203 Washington Tradecraft            PA214 Working with ICASS            PA245 ICASS Executive Seminar (if not taking PA214)            PA297 Purchase Card Training</p> <p><u>Leadership, Management, &amp; Supervisory Skills</u>            PA143 Customer Service Training            PT107 EEO/Diversity Awareness for Managers and Supervisors            PT252 Managing Up: Working Effectively with Your Manager</p>	<p>PA224 Basic Administrative Management            PK241 Writing Effective Letters and Memos            P246 Employee Relations Seminar            PS218 Introduction to the Internet            PS240 Introduction to MS PowerPoint 97            PS318 Internet for Power Users            PS648 Overseas Cable Xpress            PT208 Managing State Projects            PT253 Negotiation Skills for Managers</p> <p><i>Foreign Language and Area Studies appropriate to overseas assignment</i></p>
<p><b>Mid-Level</b></p> <p>FS-03 - FS-02</p>	<p>PT203 Washington Tradecraft (prior to first Washington assignment)            MQ912 ASOS: Advanced Security Overseas Seminar (required when assigned overseas)</p> <p><u>Tradecraft</u>            PA173 Contracting Officer's Representative (Update)            PA223 Overseas Contracting Officer Warrant Training            PA214 Working with ICASS (if not yet taken)            PA245 ICASS Executive Seminar (if PA214 not taken)</p> <p><u>Leadership, Management, &amp; Supervisory Skills</u>            PA123 Managing Customer Service            PA137 Management Controls Workshop            PA160 Domestic Administrative Management Officer Seminar            PA243 Overseas Administrative Management            PK245 Basic Leadership Skills (mandatory for FS-03s)            PD529 Strategic Planning &amp; Performance Measurement            PT129 Teambuilding            PT218 Leading In A Diverse Workforce            PT107 EEO/Diversity Awareness for Managers and Supervisors            PT207 Intermediate Leadership Skills (mandatory for FS-02s)</p> <p><i>See also courses in Entry-level, if not yet taken</i></p>	<p>PD520 Visual Aid Basics            PK246 Employee Relations Seminar            PP501 Int'l Negotiations: Art and Skills            PT121 Managing People Problems            PT205 Performance Management Seminar            PT206 Managing Change            PT208 Managing State Projects            PT211 Coaching            PT212 Creative Problem Solving Workshop            PT214 Managing Conflict Productively            PT215 Team Leadership Workshop            PT217 Running Effective Meetings Workshop            PT219 Essentials in Decision Making: Avoiding Biases, Achieving Better Outcomes            PT220 Strategies of Persuasion: The Science of Effective Influence            PT251 Stress Management: Tools for Managers            PS 280 Introduction to MS Project 2000</p> <p><i>Foreign Language, Area Studies and Information Technology courses appropriate to assignment as well as any Entry-level Suggested Courses, not yet taken</i></p>

<p><b><i>Senior- Level</i></b></p> <p>FS-01 And above</p> <p><i>(See also courses at previous levels)</i></p>	<p><u>Tradecraft</u></p> <p>PA173 Contracting Officer's Representative (Update) PA174 Contracting Officers Representative (Pre-Award) PA175 Contracting Officers Representative (Post-Award)</p> <p><u>Leadership, Management, &amp; Supervisory Skills</u></p> <p>PT209 Exec Overview to Managing State Projects PT210 Advanced Leadership Skills (mandatory for FS-01s) PT213 Starting Right: A Seminar for Program Directors</p>	<p>PD529 Strategic Planning and Performance Measurement (if not yet taken) PP515 Advanced Negotiations PT218 Leading In A Diverse Workforce PA137 Management Controls Workshop (if not yet taken) PT113 Effective Public Speaking/ Executive Media PA123 Managing Customer Service</p>

# Facilities Management Officers

	Recommended Courses	Other Suggested Courses
<b>Entry-Level</b>  FS-04 And below	<u>Orientation</u> PN 106 Orientation for Foreign Service Specialists MQ911 SOS: Security Overseas Seminar PC105 Orientation to Overseas Consular Functions  <u>Tradecraft</u> PA214 Working with ICASS PA245 ICASS Executive Seminar (if not taking PA214) PA224 Basic Administrative Management (mandatory) PA221 General Services Operations (mandatory)  <u>Leadership, Management, &amp; Supervisory Skills</u> PT107 EEO/Diversity Awareness for Managers and Supervisors PA143 Customer Service Training PT252 Managing Up: Working Effectively with Your Manager	PK241 Writing Effective Letters and Memos PK246 Employee Relations Seminar PS218 Introduction to the Internet PS240 Introduction to MS PowerPoint 97 PS318 Internet for Power Users PS284 Cable Xpress for End Users PT208 Managing State Projects PT253 Negotiation Skills for Managers  <i>Tradecraft courses for other skill codes, as appropriate for an assignment</i>  <i>Foreign Language, Area Studies and Information Technology courses appropriate to assignment</i>
<b>Mid-Level</b>  FS-03 - FS-02	PT203 Washington Tradecraft MQ912 ASOS: Advanced Security Overseas Seminar (Required every five years, if going overseas)  <u>Tradecraft</u> <i>See also courses in Entry-level, if not yet taken.</i> PA173 Contracting Officer's Representative (Update) PA214 Working With ICASS (if not yet taken) PA223 Overseas Contracting Officer's Warrant Training PA243 Overseas Administrative Management  <u>Leadership, Management, &amp; Supervisory Skills</u> PA123 Managing Customer Service PA137 Management Controls Workshop PA160 Domestic Administrative Officer Seminar PA243 Overseas Administrative Management PD529 Strategic Planning and Performance Measurement PT129 Teambuilding PT218 Leading in a Diverse Workforce PT107 EEO/Diversity Awareness for Managers and Supervisors PT207 Intermediate Leadership Skills (mandatory for FS-02s) PK245 Introduction to Leadership Skills (mandatory for FS-03s)  Technical training sponsored by OBO/OM/FAC	PA123 Managing Customer Service PK246 Employee Relations Seminar PP501 Int'l Negotiations: Art and Skills PT121 Managing People Problems PT205 Performance Management Seminar PT206 Managing Change PT208 Managing State Projects PT211 Coaching PT212 Creative Problem Solving Workshop PT214 Managing Conflict Productively PT215 Team Leadership Workshop PT217 Running Effective Meetings Workshop PT219 Essentials in Decision Making: Avoiding Biases, Achieving Better Outcomes PT220 Strategies of Persuasion: The Science of Effective Influence PS280 Introduction to MS Project 2000 PA174 Contracting Officer (Pre-Award) PA175 Contracting Officer (Post-Award)  <i>Foreign Language, Area Studies and Information Technology courses appropriate to assignment as well as any Entry-level Suggested Courses, if not yet taken</i>
<b>Senior-Level</b>  FS-01 And above <i>(See also courses</i>	<u>Tradecraft</u> <i>See also courses in Mid Level, if not yet taken.</i> PA174 Contracting Officer's Representative (Pre-Award) PA175 Contracting Officer's Representative (Post-Award) – OR –	PD529 Strategic Planning and Performance Measurement (if not yet taken) PP515 Advanced Negotiations PT218 Leading In A Diverse Workforce (if not yet taken)

<i>at earlier levels)</i>	PA173 Contracting Officer's Representative (Update) PA243 Overseas Administrative Management  <u>Leadership, Management, &amp; Supervisory Skills</u> PT209 Executive Overview to Managing State Projects PT210 Advanced Leadership Skills (mandatory for FS-01s) PT213 Starting Right: A Seminar for Program Directors  <i>Technical training sponsored by OBO/OM/FAC</i>	PA137 Management Controls Workshop (if not yet taken) PT113 Effective Public Speaking/ Executive Media PA123 Managing Customer Service (if not yet taken)
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# Financial Management Officers

	Recommended Courses	Other Suggested Courses
<b>Entry-Level</b>  FS-04 And below	<u>Orientation</u> PN 106 Orientation for Foreign Service Specialists (required) MQ911 SOS: Security Overseas Seminar (required when assigned overseas) PC105 Orientation to Overseas Consular and Duty Officer Functions  <u>Tradecraft</u> PA211 Financial Management Officer's Course (Overseas) (Required)  <u>Leadership, Management, &amp; Supervisory Skills</u> PT107 EEO/Diversity Awareness for Managers and Supervisors PA224 Basic Administrative Management PA143 Customer Service Training  Courses available from outside sources to meet JFMIP core competencies	PK246 Employee Relations Seminar PS218 Introduction to the Internet PS240 Introduction to MS PowerPoint 97 PS318 Internet for Power Users PT208 Managing State Projects PS284 Cable Xpress for End Users PK241 Writing Effective Letters & Memos PT253 Negotiation Skills for Managers  <i>Tradecraft courses for other skill codes, as appropriate for an assignment</i>  <i>Foreign Language and Area Studies appropriate to assignment</i>
<b>Mid-Level</b>  FS-03 - FS-02	PT203 Washington Tradecraft (prior to first Washington assignment) MQ912ASOS: Advanced Security Overseas Seminar (required every five years)  <u>Tradecraft</u> <i>See also courses in Entry-level, if not yet taken.</i> PA211 Financial Management Officer's Course (Overseas) (if not yet taken) PY220 Administering Public Diplomacy Grants and Cooperative Agreements  <u>Leadership, Management, &amp; Supervisory Skills</u> PA123 Managing Customer Service PA137 Management Controls Workshop PA160 Domestic Administrative Management Officer Seminar PA224 Basic Administrative Management (if not yet taken) PA243 Overseas Administrative Management PK245 Basic Leadership Skills (mandatory for FS-03) PD529 Strategic Planning and Performance Measurement PT207 Intermediate Leadership Skills (mandatory for FS-02s) PT129 Teambuilding PT218 Leading in a Diverse Workforce PT107 EEO/Diversity Awareness for Managers and Supervisors  Courses available from outside sources to meet JFMIP core competencies	PA223 Overseas Contracting Officer Warrant Training PK246 Employee Relations Seminar PP501 Int'l Negotiations: Art and Skills PT121 Managing People Problems PT205 Performance Management Seminar PT206 Managing Change PT208 Managing State Projects PT211 Coaching PT212 Creative Problem Solving Workshop PT214 Managing Conflict Productively PT215 Team Leadership Workshop PT217 Running Effective Meetings Workshop PT219 Essentials in Decision Making: Avoiding Biases, Achieving Better Outcomes PT220 Strategies of Persuasion: The Science of Effective Influence PT251 Stress Management: Tools for Managers  <i>Foreign Language, Area Studies and Information Technology appropriate to assignment as well as any Entry-level Suggested Courses, if not yet taken</i>
<b>Senior-Level</b>	PT210 Advanced Leadership Skills (mandatory for FS-01s) PT213 Starting Right: A Seminar for Program Directors PT209 Exec Overview to Managing State Projects	PD529 Strategic Planning and Performance Measurement (if not yet taken) PP515 Advanced Negotiations PT218 Leading a Diverse Workforce (if not yet taken)

<p>FS-01 And above</p> <p><i>(See also courses at earlier levels)</i></p>	<p>PA243 Overseas Administrative Management (if not yet taken)</p>	<p>PA137 Management Controls Workshop (if not yet taken) PT113 Effective Public Speaking/ Executive Media PA123 Managing Customer Service (if not yet taken)</p>
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# General Services Officers

	Recommended Courses	Other Suggested Courses
<p><b>Entry-Level</b></p> <p>FS-04 and below</p>	<p><u>Orientation</u></p> <p>PN106 Orientation for Foreign Service Specialists (required)</p> <p>MQ911 SOS: Security Overseas Seminar (required when assigned overseas)</p> <p>PC105 Orientation to Overseas Consular and Duty Officer Functions</p> <p><u>Tradecraft</u></p> <p>PA214 Working with ICASS</p> <p>PA245 ICASS Executive Seminar (if not taking PA214)</p> <p>PA224 Basic Administrative Management (required)</p> <p>PA221 General Services Operations (required)</p> <p><u>Leadership, Management, &amp; Supervisory Skills</u></p> <p>PT107 – EEO/Diversity Awareness for Managers and Supervisors</p> <p>PA143 Customer Service Training</p> <p>PT252 Managing Up: Working Effectively with Your Manager</p>	<p>PK246 Employee Relations Seminar</p> <p>PS218 Introduction to the Internet</p> <p>PS240 Introduction to MS PowerPoint 97</p> <p>PS318 Internet for Power Users</p> <p>PT208 Managing State Projects</p> <p>PS284 Overseas Cable Xpress for End Users</p> <p>PK241 Writing Effective Letters &amp; Memos</p> <p>PT253 Negotiation Skills for Managers</p> <p>PA174 COR (Pre-Award)</p> <p>PA175 COR (Post-Award)</p> <p><i>Foreign Language and Area Studies appropriate to overseas assignment</i></p> <p><i>Tradecraft courses for other skill codes, as appropriate for an assignment</i></p>
<p><b>Mid-Level</b></p> <p>FS-03 - FS-02</p>	<p>PT203 Washington Tradecraft (prior to first Washington assignment)</p> <p>MQ912 ASOS: Advanced Security Overseas Seminar (required every five years, if going overseas)</p> <p><u>Tradecraft</u></p> <p><i>See also courses in Entry-level, if not yet taken.</i></p> <p>PA160 Domestic Administrative Management Officer Seminar</p> <p>PA173 COR (Update)</p> <p>PA217 Supervising a Cashier</p> <p>PA215 Principles of Appropriation Law</p> <p>PA223 Overseas Contracting Officer Warrant Training</p> <p>PA243 Overseas Administrative Management</p> <p>PA291 How to Be a Certifying Officer</p> <p>PA245 ICASS Executive Seminar</p> <p><u>Leadership, Management, &amp; Supervisory Skills</u></p> <p>PA123 Managing Customer Service</p> <p>PA137 Management Controls Workshop</p> <p>PD529 Strategic Planning and Performance Measurement</p> <p>PT129 Teambuilding</p> <p>PT218 Leading In A Diverse Workforce</p> <p>PT107 EEO/Diversity Awareness for Managers and Supervisors</p> <p>PK245 Basic Leadership Skills (mandatory for FS-03s)</p> <p>PT207 Intermediate Leadership Skills (mandatory for FS-02s)</p>	<p>PK246 Employee Relations Seminar</p> <p>PP501 Int'l Negotiations: Art and Skills</p> <p>PT121 Managing People Problems</p> <p>PT205 Performance Management Seminar</p> <p>PT206 Managing Change</p> <p>PT208 Managing State Projects</p> <p>PT211 Coaching</p> <p>PT212 Creative Problem Solving Workshop</p> <p>PT214 Managing Conflict Productively</p> <p>PT215 Team Leadership Workshop</p> <p>PT217 Running Effective Meetings Workshop</p> <p>PT219 Essentials in Decision Making: Avoiding Biases, Achieving Better Outcomes</p> <p>PT220 Strategies of Persuasion: The Science of Effective Influence</p> <p>PT251 Stress Management: Tools for Managers</p> <p><b>PS280 Introduction to MS Project 2000</b></p> <p><i>Foreign Language and Area Studies appropriate to assignment as well as any Entry-level Suggested Courses, if not yet taken</i></p>

<p><b><i>Senior- Level</i></b></p> <p>FS-01 and above</p> <p><i>(See also courses at earlier levels)</i></p>	<p><i>See also courses in Mid Level, if not yet taken</i></p> <p><u>Tradecraft</u></p> <p>PA173 Contracting Officer's Representative Update PA174 Contracting Officer Representative (Pre-Award) PA175 Contracting Officer Representative (Post-Award)</p> <p><u>Leadership, Management, &amp; Supervisory Skills</u> PT209 Exec Overview to Managing State Projects PT210 Advanced Leadership Skills (mandatory for FS-01s) PT213 Starting Right: A Seminar for Program Directors PA243 Overseas Administrative Management (if not yet taken)</p>	<p>PD529 Strategic Planning and Performance Measurement (if not yet taken) PP515 Advanced Negotiations PT218 Leading a Diverse Workforce PA137 Management Controls Workshop (if not yet taken) PT113 Effective Public Speaking/Executive Media</p> <p>PA123 Managing Customer Service (if not yet taken)</p>
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# Human Resources Officers

	Recommended Courses	Other Suggested Courses
<p><b><i>Entry-Level</i></b></p> <p>FS-04 And below</p>	<p><u>Orientation</u></p> <p>PN106 Orientation for Foreign Service Specialists (required) MQ911 SOS: Security Overseas Seminar PC105 Orientation to Overseas Consular Function</p> <p><u>Tradecraft</u></p> <p>PA231 Human Resources Management Course (required)</p> <p><u>Leadership, Management, &amp; Supervisory Skills</u></p> <p>PA143 Customer Service Training PT107 EEO/Diversity Awareness for Managers and Supervisors PT252 Managing Up: Working Effectively with Your Boss PA224 Basic Administrative Management</p>	<p>PA143 Customer Service Training PK246 Employee Relations Seminar PS218 Introduction to the Internet PS240 Introduction to MS PowerPoint 97 PS318 Internet for Power Users PS501, PS502, PS503, PS505, PS506 – ALMA Computer Training (cover the basic MS Windows software applications used throughout the State Department) PT208 Managing State Projects PS684 Overseas Cable Xpress PK241 Writing Effective Letters &amp; Memos PT253 Negotiation Skills for Managers</p> <p><i>Foreign Language and Area Studies appropriate to assignment</i></p>
<p><b><i>Mid-Level</i></b></p> <p>FS-03 - FS-02</p>	<p>PT203 Washington Tradecraft (prior to first Washington assignment) MQ912 ASOS: Advanced Security Overseas Seminar (required every five years, if going overseas)</p> <p><u>Tradecraft</u></p> <p><i>See also courses in Entry-level, if not yet taken.</i> PA234 Advanced Human Resources Management Workshop PA245 ICASS Executive Seminar (if not already taken this class or PA214)</p> <p><u>Leadership, Management, &amp; Supervisory Skills</u></p> <p>PA137 Management Controls Workshop PA160 Domestic Administrative Management Officer Seminar PD529 Strategic Planning and Performance Measurement PT129 Teambuilding PT218 Leading a Diverse Workforce PT107 EEO/Diversity Awareness for Managers and Supervisors PK245 Basic Leadership Skills (mandatory for FS-03s) PT207 Intermediate Leadership Skills (mandatory for FS-02s) PA123 Managing Customer Service</p>	<p>PK246 Employee Relations Seminar PP501 Int'l Negotiations: Art and Skills PT121 Managing People Problems PT205 Performance Management Seminar PT206 Managing Change PT208 Managing State Projects PT211 Coaching PT212 Creative Problem Solving Workshop PT214 Managing Conflict Productively PT215 Team Leadership Workshop PT217 Running Effective Meetings Workshop PT220 Strategies of Persuasion: The Science of Effective Influence PT251 Stress Management: Tools for Managers PT219 Essentials in Decision Making: Avoiding Biases, Achieving Better Outcomes PS280 Introduction to MS Project</p> <p><i>Foreign Language, Area Studies and Information Technology courses appropriate to assignment as well as any Entry-level Suggested Courses, if not yet taken</i></p>

<p><b><i>Senior- Level</i></b></p> <p>FS-01 and above</p> <p><i>(See also courses at earlier levels)</i></p>	<p><u>Leadership, Management, &amp; Supervisory Skills</u></p> <p>PA243 Overseas Administrative Management (if not yet taken)</p> <p>PT209 Executive Overview to Managing State Projects</p> <p>PT210 Advanced Leadership Skills (mandatory for FS-01s)</p> <p>PT213 Starting Right</p>	<p>PD529 Strategic Planning and Performance Measurement (if not yet taken)</p> <p>PP515 Advanced Negotiations</p> <p>PT218 Leading a Diverse Workforce (if not yet taken)</p> <p>PA137 Management Controls Workshop (if not yet taken)</p> <p>PT113 Effective Public Speaking/ Executive Media</p> <p>PA123 Managing Customer Service (if not yet taken)</p>
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# Course Listing

*(by course code)*

*Click on the course name to see the FSI Catalog listing describing the course.*

[MQ911 - SOS: Security Overseas Seminar](#)  
[MQ912 - ASOS: Advanced Security Overseas Seminar](#)  
[PA123 - Managing Customer Service](#)  
[PA137 - Management Controls Workshop](#)  
[PA143 - Customer Service Training](#)  
[PA160 - Domestic Administrative Management Officer Seminar](#)  
[PA173 - Contracting Officer Representative Training \(COR\) Update](#)  
[PA174 - Contracting Officer Representative Training Pre-Award](#)  
[PA175 - Contracting Officer Representative Training \(Post Award\)](#)  
[PA211 - Financial Management Officer's Course \(Overseas\)](#)  
[PA214 - Working With ICASS](#)  
[PA215 - Principles of Appropriation Law](#)  
[PA217 - Supervising a Cashier](#)  
[PA221 - General Services Operations](#)  
[PA223 - Overseas Contracting Employee Warrant Training](#)  
[PA224 - Basic Administrative Management](#)  
[PA231 - Human Resources Management Course](#)  
[PA234 - Advanced Human Resources Management Workshop](#)  
[PA243 - Overseas Administrative Management](#)  
[PA245 - ICASS Executive Seminar](#)  
[PA291 - How to Be a Certifying Officer](#)  
[PA297 - Purchase Card Self-Certification Training \(CD ROM\)](#)  
[PC105 - Orientation to Overseas Consular Functions](#)  
[PD520 - Visual Aid Basics](#)  
[PD529 - Strategic Planning and Performance Measurement](#)  
[PK241 - Writing Effective Letters and Memos](#)  
[PK245 - Basic Leadership Skills](#)  
[PK 246 - Employee Relations Seminar](#)  
[PN106 - Orientation for Foreign Service Specialists](#)  
[PP501 - International Negotiations: Arts and Skills](#)  
[PP515 - Advanced Negotiations](#)  
[PS218 - Introduction to the Internet](#)  
[PS240 - Introduction to MS PowerPoint 97](#)  
[PS280 - Introduction to MS Project 2000](#)  
[PS284 - Cable Xpress for End Users](#)  
[PS318 - Internet for Power Users](#)  
[PT107 - EEO/Diversity Awareness for Managers and Supervisors](#)  
[PT113 - Effective Public Speaking/Executive Media](#)  
[PT121 - Managing People Problems](#)

PT129 - Teambuilding  
PT203 - Washington Tradecraft  
PT205 - Performance Management Seminar  
PT206 - Managing Change  
PT207 - Intermediate Leadership Skills  
PT208 - Managing State Projects  
PT209 - Executive Overview to Managing State Projects  
PT210 - Advanced Leadership Skills  
PT211 - Coaching  
PT212 - Creative Problem Solving Workshop  
PT213 - Starting Right: A Seminar for Program Directors  
PT214 - Managing Conflict Productively  
PT215 - Team Leadership Workshop  
PT217 - Running Effective Meetings Workshop  
PT218 - Leading a Diverse Workforce  
PT219 - Essentials in Decision Making: Avoiding Biases, Achieving Better Outcomes  
PT220 - Strategies of Persuasion: The Science of Effective Influence  
PT251 - Stress Management: Tools for Managers  
PT252 - Managing Up: Working Effectively with Your Manager  
PT253 - Negotiation Skills for Managers  
PY220 - Administering Public Diplomacy Grants and Cooperative Agreements

### **Foreign Service Precepts**

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